Creating a Resident Educational Experience
How a Complex Project Can Enhance Leadership Skills

Kristen Goodell MD
Harvard Medical School Center for Primary Care

ABSTRACT
Complex projects demand leaders who are skilled in multiple facets of change management. This year, we implemented a strategy designed to make the transformation work happening our 19-practice collaborative into an educationally valuable experience for students and residents. The scope and complexity of this project required leadership in several domains – creating a vision, planning a strategy, developing a communication plan, and empowering teams to act. Successful implementation of this plan should strengthen residents’ perception of the role of primary care in efficient healthcare delivery, and their understanding of the components of efficient primary care.

Project Description
We developed and implemented a practice transformation curriculum for more than 450 residents at 6 Academic Medical Centers and in 5 different fields. This curriculum takes advantage of the unique environment of the Academic Innovations Collaborative (AIC) to teach residents QI principles and the basics of PCMH care and to cultivate in them the understanding that teamwork and patient-centeredness are crucial attributes for a physician, and that knowing how to systematically test and make improvements in practice is a skill as necessary as reading EKGs and looking up the best evidence.

Overarching Plan
1) Gather baseline information
2) Develop goals and objectives
3) Create a roll-out schedule
4) Implementation
5) Collect data on how sites are performing
6) Develop an evaluation plan

Project Status
• All sites have chosen an objective to focus on and submitted a plan to help their residents meet it
• Quarterly updates are collected from each site
• By July, all sites will submit a proposal to meet all the objectives for the next academic year

New Curriculum

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<th>Objective</th>
<th>Example Experiences</th>
<th>Associated ACGME Milestones</th>
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Leadership Opportunities

VISIONING
Developing a vision and making it embraceable by all stakeholders was key to explaining what we were trying to accomplish.

STRATEGIC PLANNING
given the scope and complexity of the task and number of stakeholders, this project required significant strategic planning around how to create and implement.

EMPOWERING TEAMS TO ACT
by sitting with teams, asking for individual site accountability, by tracking resident completion rates, by being flexible with our expectations.

ENHANCED COMMUNICATION
One-on-one meetings, phone calls, site visits, writing formal explanatory documents, ensuring multiple opportunities for questions and explanation were crucial to getting buy-in.

Lessons Learned about Leadership
PLAN – big picture and details and schedules
COMMUNICATE THE PLAN – early and often
WORK WITH THE PREDOMINANT CULTURE